

# Our Capabilities

## Human Resource Services





“Human resource isn’t a thing  
we do. It’s the thing that runs  
our business.”

Steve Wynn





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# Global



We are a network of independent advisory, assurance and tax firms made up of 68,000 people in 147 markets. Our mandate is to help dynamic organizations unlock their potential for growth.

For more than 100 years, we have helped dynamic organizations realize their strategic ambitions. Whether you are looking for answers in a wide range of or human capital efficiently, optimize your operations or realize stakeholder value, we can help you.

We've got scale, combined with local market understanding. That means we are everywhere you are, as well as where you want to be. We offer a full range of services to help clients of all sizes address the challenges and opportunities for growth.



**USD7.2bn**  
global revenues in USD



**147**  
markets



**750+**  
offices



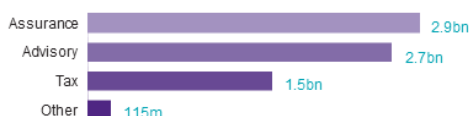
**68,000**  
people

**Over 80%**

of clients rate us as  
world-class in the areas  
that matter most to them



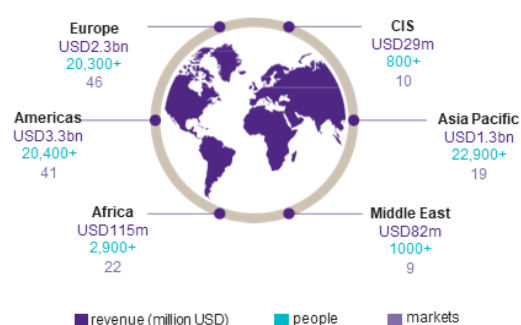
## 2022 global revenue by service line (USD)



## Awards

- 2021 Innovation Management Award for 'Best Innovation' by IdeaScale, a cloud-based software company that provides the platform for our global Innovation Exchange
- 2020 EMCC Global Coaching Award winner by the European Mentoring & Coaching Council.

## Regional numbers

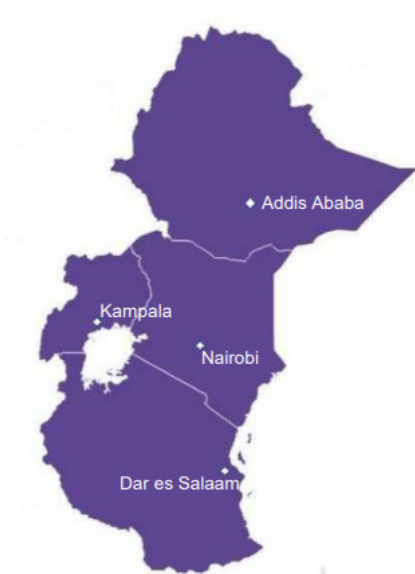


All data is correct as of September 2022



# East Africa

## East Africa



**+500**

Exceptional People



**+40%**

International Clients



**+1000**

Dynamic Clients



**4**

Countries



**+30**

Years Combined  
Experience



One of the  
**Leading Advisory**  
Teams in the Region

## Regional and Country Focus

As Grant Thornton Member firms in the region, ( Grant Thornton Ethiopia, Grant Thornton Kenya, Grant Thornton Uganda, and Grant Thornton Tanzania ) , we have been operating for over 30 years and have advanced from a traditional audit, accounting, and tax practice to one that now offers a broad range of specialist advisory services to privately held businesses, public interest entities, and the public sector.

Advisory teams from our member firms offer a comprehensive range of services to help dynamic organizations achieve their goals. We help create, transform and protect value while providing the expert support our clients need to thrive in a fast-changing world by offering the best quality services possible.

We understand the value triggers behind successful transactions through collaborative dynamic teams with a wide range of human resource, financial, trade and operative backgrounds.

We serve a wide range of clients from SMEs to large corporations operating in multiple sectors. Our advisory services deliver value to clients through interconnected business lines revolving around core Human Resource Services.

**“Our competitive advantage includes our use of software technology, experience in working with international clients, language skills, and commitment to value and excellence.”**







# Human Resource Services

As a vital component of our business operations, we offer comprehensive human resource services designed to help organizations effectively manage and inspire their workforce to achieve their strategic objectives. Our HRS services include the following.



## Organization Structure Review

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We conduct a comprehensive review of your organization's strategic goals and the existing organization structure. In understanding your internal processes, we give advice and direction on aspects such as management hierarchy, team organization, and team responsibilities.



## Job Analysis

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We help you create up to date job descriptions by gathering and analysing information in your organization about key components. The clear job descriptions produced are aligned to the organization's structure, strategy and process. They make an invaluable reference for recruitment, training and development, performance and



## Job Evaluation and Grading

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To determine a clear grading structure and come up with job grades, we help determine the relative value of jobs guided by pre-identified and measurable comparative factors. This is important for organizations to get a justifiable basis for salaries and benefits, as well informing organizations about

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## Salary and Benefits

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We help to determine the competitiveness of salaries and benefits offered in the organization by benchmarking both internally and externally within job grades. This then helps address the inequalities, provide competitive packages, normalize salary payment levels and hence boost the morale



## Workload Analysis

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Objectively staffed organizations have high staff engagement and productivity levels. Through workload analysis, we determine workload levels per job backed up by measurable frequency, duration, and cycle-times of duties associated with a role. This provides a guideline for making staff decisions.



## Performance Management

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In order to attain fairness in the way employees are appraised, we conduct an assessment of their core competencies, skills, and behaviours and use them as a benchmark for their performance evaluation. Additionally, we assess the performance management tools and cycles getting enough information for conducting training on selected performance management approaches and support the implementation of new performance management



## Change Management

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Change has the effect of disrupting even the most stable of organizations. Our change management offers walking the change journey with our clients, putting in place change management mechanisms at the right phases of change to ensure readiness in embracing the impact of change on the organization.



## Skills & Competency

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Here we help deploy an assessment of your employees' knowledge, skills and competencies required to perform as per their job descriptions and competency frameworks. We report on any gaps and give recommendations on staffing and thus align your talent management efforts.



## Training and Development Services

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Training and development initiatives could be the key to unlocking staff potential thereby enhancing professional development and optimizing productivity. We deploy this through assessing training needs before delivering our training interventions.



## Culture Audit & Transformation

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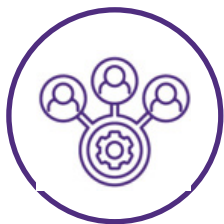
We work with organizational leaders and staff to align the organizational culture to meet strategic objectives, values, and purpose. Without an enabling culture, strategic plans might be an uphill task. We focus on the desired behaviours that drive the organization towards attaining its strategic objectives.





## HR Audit, Review & Development of HR Policies & Procedure Manuals

We deploy an in-depth assessment of the HR practices through the lens of relevant legal provisions and market best practices. The result of this process is reviewed HR policies and procedures addressing any gaps noted. Thus your organization avoids any conflicts that may arise from legal contraventions and enhances the employee experience.



## HR Outsourcing Services

HR Outsourcing provides an opportunity for organizations with inadequate internal capacity to outsource talent management activities and focus on the core functions of the organizations



## Talent Acquisition

We help organizations with the process of recruiting, head-hunting and on-boarding people of best fit to their strategic objectives



## Employee Engagement

The dynamic workplace of today calls for consistent feedback mechanisms across key thematic elements that have the most impact on employee satisfaction and productivity. Our employee engagement survey measures the level of engagement amongst employees which influences discretionary effort at work.



## Out-staffing

We enable lean organizations to focus on their core purpose leaving out employment administration duties to be handled by Grant Thornton. This is where the staff working for you are employed by us. We manage the end-to-end employee life cycle for you.



## Immigration Support

We support expatriates in obtaining special passes, work permits, and alien cards both for themselves and their dependants promptly in line with the legal stipulations.







# Organizational Structure Review



An organizational structure review allows companies to adapt and thrive in an ever-changing business landscape, ensuring that their internal dynamics align with their strategic objectives. Here are some of the advantages.

## Our Sector Experience



Healthcare



Finance



Manufacturing



Education



Not For Profit

01

### Improved Efficiency

After identifying inefficiencies, redundancies, and bottlenecks in workflows, you can streamline the structure and optimize processes and resource allocation, leading to increased productivity and cost-effectiveness.

### Customer Focus

02

The process helps align departments and teams to focus on customer needs more effectively. By breaking down silos and encouraging collaboration, companies can enhance the customer experience and build stronger

### Competitive Advantage

03

Ultimately, this enables companies to be more agile, responsive to market changes, and better equipped to meet customer demands, positioning them ahead of their competitors.

### Talent Utilization

04

Helps to identify skill gaps and areas where talent is underutilized. This information helps in reshaping teams and departments to ensure that the right people are in the right positions, maximizing their potential and contribution.

### Employee Morale and Engagement

05

An effective organizational structure can positively impact employee morale and job satisfaction. Employees are more likely to feel valued and engaged when they understand their roles clearly and see opportunities for growth and advancement.

# Job Analysis



Job analysis is a fundamental HR tool that supports various HR processes and contributes to the overall effectiveness of an organization by aligning job roles with organizational goals and ensuring a well-qualified and engaged workforce



## WORKFORCE PLANNING

Job analysis facilitates workforce planning by providing valuable insights into the current and future staffing needs of the organization. It helps identify skill gaps and areas where additional resources may be required.



## EFFECTIVE RECRUITMENT & SELECTION

With detailed job descriptions and specifications, organizations can attract candidates whose qualifications align with the job requirements, leading to more effective recruitment and hiring processes.



## ACCURATE JOB SPECIFICATIONS

Job analysis provides insights into the knowledge, skills, abilities, and qualifications needed to perform a job effectively. This information is crucial for developing accurate job specifications, which aid in the selection and hiring process.



## PERFORMANCE EVALUATION

Job analysis helps establish performance criteria by defining job tasks and expectations. This enables fair and objective performance evaluations, ensuring employees are assessed based on relevant job-related factors.



## LEGAL COMPLIANCE

Job analysis plays a critical role in ensuring that the organization's practices, such as hiring, promotions, and performance evaluations, comply with legal and regulatory requirements, reducing the risk of discrimination claims.

## Our Sector Experience



Energy



Finance



Hospitality



Healthcare



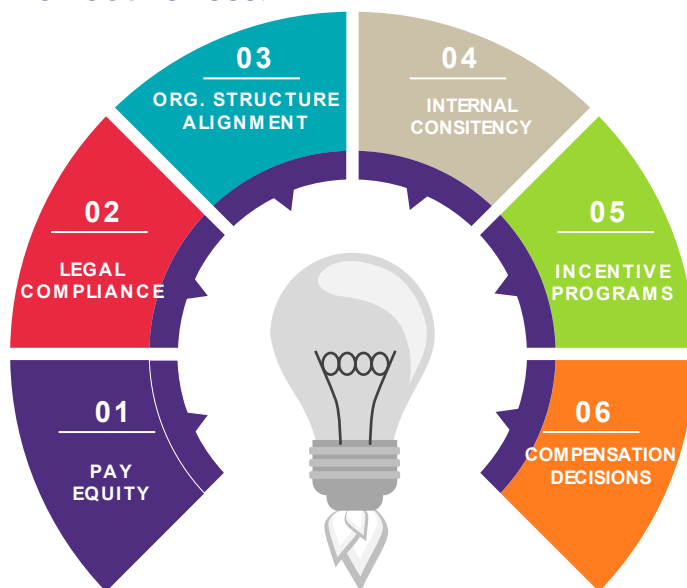
Education



# Job Evaluation & Grading Structure



By implementing a job evaluation and grading structure, organizations can ensure a fair, consistent, and objective approach to compensation, leading to a more satisfied and productive workforce. It also helps organizations stay competitive in the job market and improve overall organizational effectiveness.



**01**

Job evaluation provides an objective basis for determining the relative worth of jobs, ensuring that similar jobs are compensated equally regardless of the individuals performing them. This promotes pay equity and reduces the likelihood of gender or other forms of pay discrimination.

**02**

Job evaluation systems that are based on non-discriminatory factors help organizations comply with equal pay and anti-discrimination laws, reducing legal risks related to compensation practices.

**03**

Job evaluation provides insights into the organization's hierarchy and structure. It ensures that job roles are appropriately placed within the organization, helping to optimize workflows and reporting lines.

**04**

Job evaluation creates a consistent and systematic approach to evaluating jobs based on key factors such as skills, responsibilities, and job complexity. This consistency helps in maintaining internal pay equity and a clear hierarchy of job roles.

**05**

A well-established job grading structure can serve as a foundation for designing incentive programs, bonuses, and other performance-related rewards, aligning rewards with the relative value of jobs.

**06**

A well-designed job grading structure offers valuable data to support compensation decisions, helping organizations set competitive and fair salary ranges for each job grade based on market benchmarks and internal job values.

## Our Sector Experience



Energy



Finance



Hospitality



Healthcare



Education



Manufacturing

# Salary & Benefits Survey



A well-executed salary and benefits review can lead to a more engaged, productive, and satisfied workforce while supporting the organization's talent acquisition and retention efforts. It ensures that the organization remains competitive in attracting and retaining top talent, contributing to its long-term success.



## Our Sector Experience



Energy



Finance



Hospitality



Healthcare



Education



Manufacturing



Not For Profit



# Workload Analysis



Workload analysis is a valuable tool for organizations to ensure that work is distributed appropriately, promoting employee well-being, productivity, and overall organizational efficiency. It supports effective resource allocation, workforce planning, and employee engagement, leading to a more successful and sustainable work environment.

## OPTIMIZED RESOURCE ALLOCATION

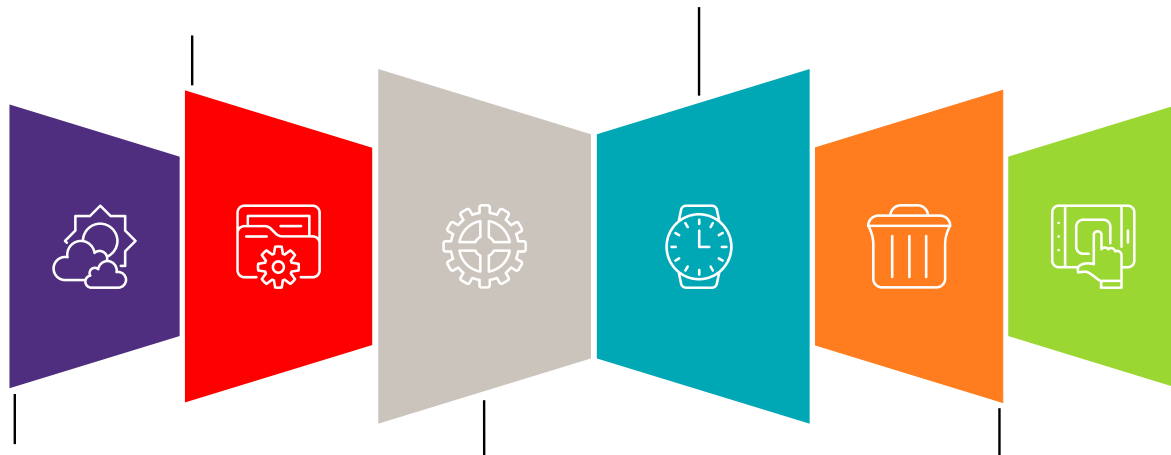
Helps in identifying workload imbalances among employees and teams. Thus, organizations can allocate resources more effectively, ensuring that tasks are distributed equitably and that employees are neither overwhelmed nor underutilized.

## PREVENTING BURNOUT

Identifying and addressing excessive workloads can help prevent employee burnout. Burnout can lead to decreased job satisfaction, increased absenteeism, and a higher turnover rate. Workload analysis allows organizations to take proactive measures to maintain employee well-being.

## EFFECTIVE PROJECT MANAGEMENT

For project-based work, workload analysis ensures that projects are appropriately staffed and that team members can meet project deadlines without undue pressure.



## ADAPTABILITY TO CHANGES

A workload analysis helps organizations identify potential bottlenecks and areas that may require additional support during periods of increased demand or organizational changes.

## IDENTIFYING TRAINING NEEDS

Workload analysis helps identify areas where employees might benefit from additional training or skill development. This allows organizations to invest in targeted training programs to enhance employee capabilities.

## IMPROVED EMPLOYEE PRODUCTIVITY

By distributing workloads more evenly, employees can focus on their tasks without feeling overwhelmed by excessive demands. This leads to improved productivity and job performance.

## Our Sector Experience



Finance



Hospitality



Healthcare

# Skills & Competency Assessment



Skills and competency assessments are valuable tools for evaluating the knowledge, abilities, and capabilities of employees within an organization. These assessments have several advantages that contribute to employee development, improved performance, and organizational success.

## Our Sector Experience



Hospitality



Manufacturing



Finance

### 01 Succession Planning

Identifying employees with high-level skills and competencies enables organizations to identify potential future leaders and plan for succession in critical positions.

### 02 Identification of Subject Matter Experts

Skills assessments can help identify subject matter experts within the organization. These experts can be valuable resources for knowledge sharing and mentorship.

### 03 Increased Job Satisfaction

Offering opportunities for employees to enhance their skills and competencies can lead to increased job satisfaction. Employees are more likely to feel engaged and motivated when they see the organization investing in their professional growth.

### 04 Identifying Skill Gaps

Skills and competency assessments help identify gaps in employees' knowledge and capabilities. This information is crucial for designing targeted training and development programs to bridge those gaps and enhance overall workforce competence.

### 05 Career Path Planning

Assessing employees' skills and competencies helps in creating personalized career development plans. Identifying areas for improvement allows employees to set goals and work towards advancement within the organization.

# Talent Acquisition



Talent acquisition services in Human Resource Management offer significant advantages to organizations seeking to attract and hire the best talent. These services involve various strategies and activities aimed at sourcing, attracting, and selecting qualified candidates for the organization's job openings

## ACCESS TO TOP TALENT

Various sourcing methods broaden your organization's reach to top talents.

## ENHANCED EMPLOYER BRANDING

Helps attract top talent by highlighting the organization's value, culture and benefits.

## FASTER TIME-TO-FILL

The use of efficient and targeted recruitment strategies quickens the hiring process and reduces risk of losing quality prospects

## SPECIALIZED RECRUITMENT EXPERTISE

Highly skilled and qualified expertise help your organization craft compelling job descriptions and conduct effective interviews.

## MARKET INSIGHTS

You have access to updated industry trends such as compensation benchmarks and candidate expectations making you competitive

## COMPLIANCE AND LEGAL KNOWLEDGE

Ensuring that the organization's recruitment practices comply with legal requirements and reduce the risk of legal issues.



## Our Sector Experience



Energy



Education



Healthcare



Manufacturing



Finance



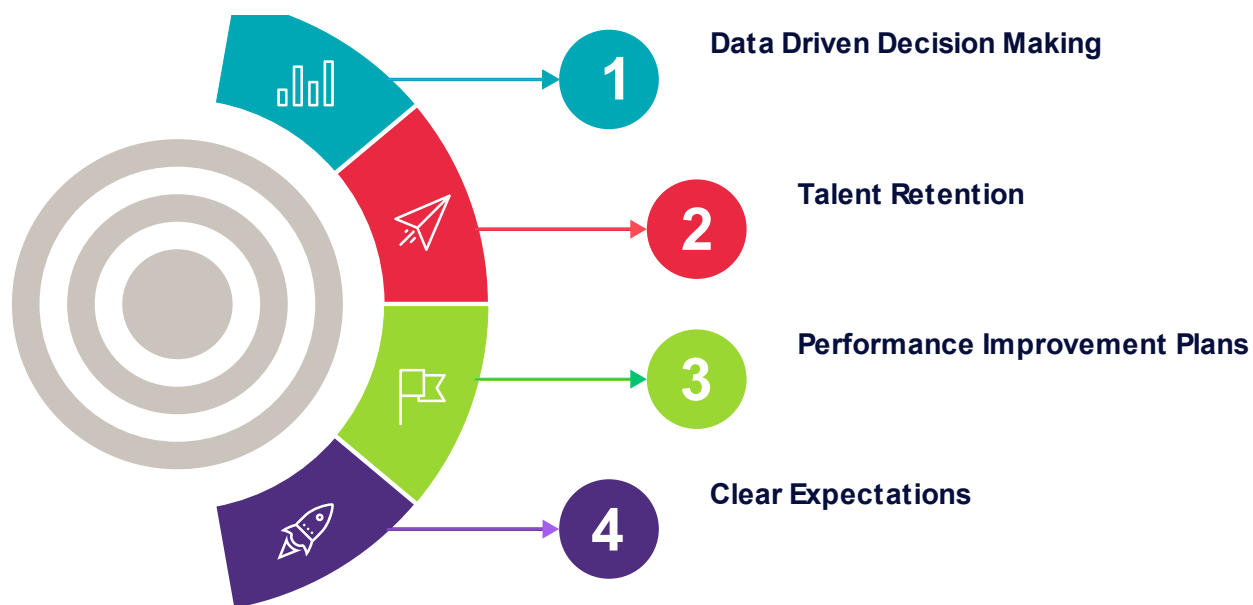
Not For Profit



# Performance Management



Performance management in HR plays a pivotal role in enhancing employee performance, engagement, and development, leading to improved organizational outcomes and sustained success. It fosters a culture of continuous improvement and aligns individual efforts with the organization's strategic direction.



Performance management generates valuable data on employee performance, which HR can use to make informed decisions regarding promotions, training investments, and workforce planning.

When employees are not meeting expectations, performance management allows HR to implement performance improvement plans. These plans outline specific steps to help under-performing employees improve their performance.

Employees who receive regular feedback and have opportunities for growth and development are more likely to stay with the organization, reducing turnover and retaining valuable talent.

Performance management sets clear performance expectations and goals for employees, helping them understand what is expected of them and how their individual efforts contribute to the organization's success.

## Our Sector Experience



Finance



Healthcare

# HR Audit, Review and Development of Policies and Manuals



HR audits, reviews, and the development of policies and manuals are essential HR practices that ensure legal compliance, optimize HR processes, and support the overall effectiveness of the organization. These processes help create a positive work environment, boost employee morale, and reduce HR-related risks and liabilities.

## Our Sector Experience



Healthcare



Finance



Manufacturing



Education



Not For Profit

01

### Process Optimization

HR audits identify opportunities for streamlining HR processes, improving efficiency, and reducing administrative burden.

02

### Identifying Gaps and Risks

Audits reveal areas of weakness or non-compliance in HR processes, allowing the organization to address potential risks proactively.

03

### Policy Consistency

A review of policies and manuals ensures consistency across the organization, reducing ambiguity and confusion among employees.

04

### Organizational Alignment

The development process allows HR policies to be aligned with the organization's strategic objectives and overall business plan.

05

### Customization

Developing policies and manuals allows organizations to tailor HR guidelines to their specific needs and industry requirements.





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